

# Performance Audit: DDES Workload and Staffing

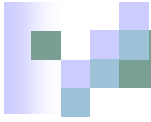
## **King County Auditor's Office**

*Nancy McDaniel, Senior Management Auditor*

*Bob Thomas, Principal Management Auditor*

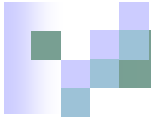
*Jan Lee, Auditor Assistant*

September 28, 2004



# Audit Objective

- Review the methodology DDES uses to forecast workload and staffing levels to determine if the department is providing services efficiently



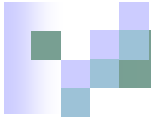
# General Conclusion

- Overall and by individual sections, permit processing became more efficient between 2000 and 2003



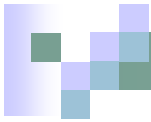
# Background

- Audit was requested in response to complaints about DDES permit fees
- Permit function is completely supported by fees charged to permit applicants

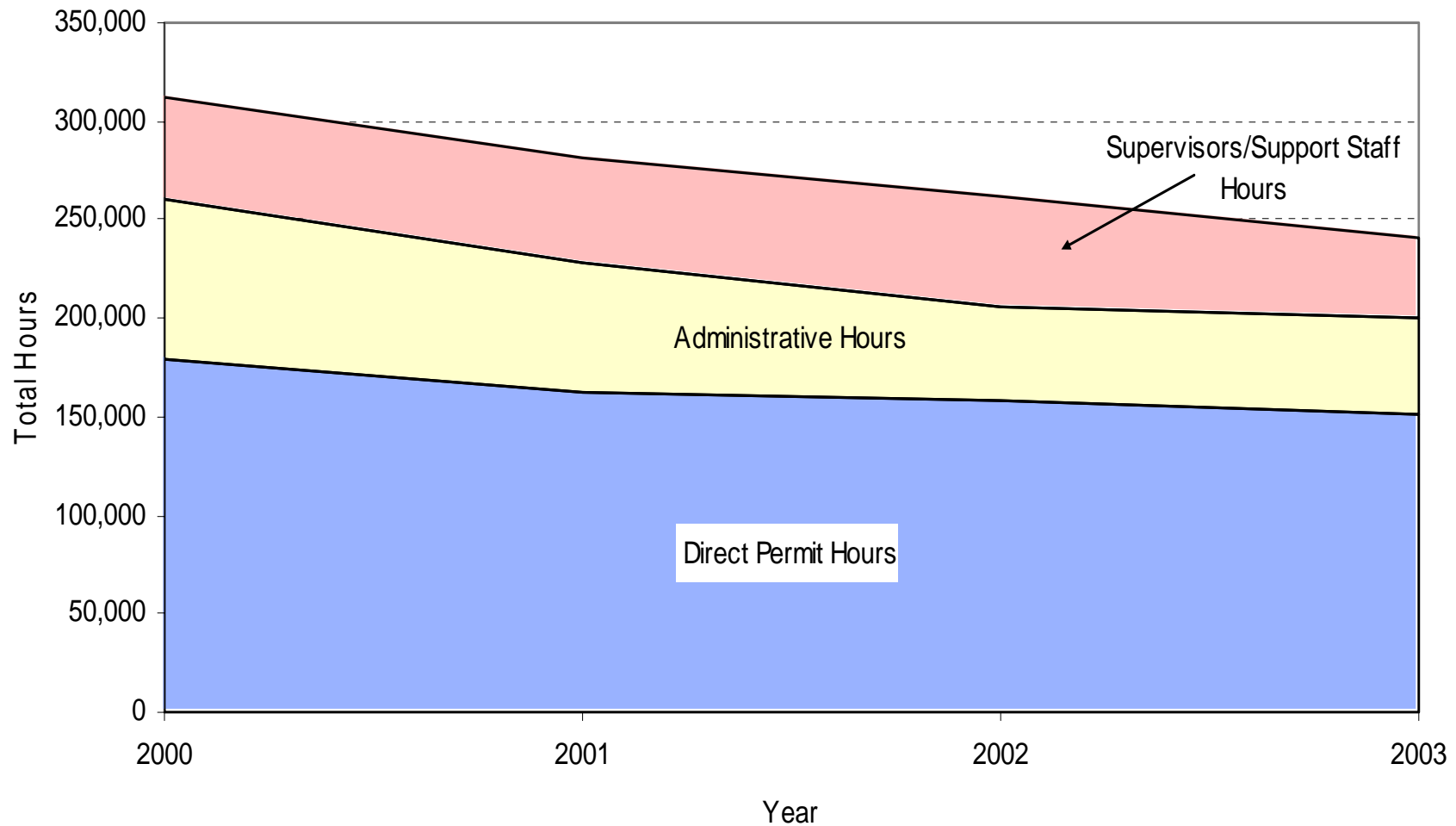


# Finding: Permit processing became more efficient between 2000 and 2003

- Permit reviews took fewer hours
- More permit reviews were processed per person
- Staff spent less time on tasks not directly related to permit processing



## Percentage of Time Spent on Permit Processing





# Findings -

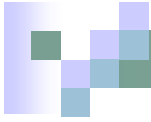
- Efficiency gains reflect staffing reductions beyond changes in permit volumes
- Staff adjustments were made throughout the year to meet workload variations from the forecast



# Recommendation

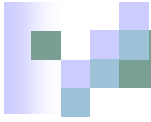
- Develop one or more performance measures to track and report on efficiency in processing permits, similar to those used in the audit





# Summary of Response

- DDES will implement quarterly tracking and reporting on the measures used in the audit, beginning first quarter 2005



# DDES Workload and Staffing

*The Auditor's Office sincerely appreciates  
the cooperation received from DDES  
management and staff.*